U.S. Department of Agriculture

eGovernment Program

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eGovernment@USDA

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Challenges for Achieving the Promise of eGovernment at USDA

- **USDA consists of 29 semi-independent agencies and staff offices**

- **These organizations:**

  - Collectively, have one of the most diverse mission delivery mandates in the Federal Government

  - Have traditionally developed and delivered services independently

  - Occupy virtually every space along the maturity curve

  - Serve a vast group of citizens, businesses, and other government entities worldwide

Major USDA Programs by Customer Groups

Customer Groups	Estimated Annual Dollars Received [1]	Number Served	Agencies	Major Programs	Comments
Producers/Farmers	$39 Billion	2.2 Million	FSA, FAS, AMS, GIPSA, RMA, ARS, ERS, NASS, CSREES	Farm Loans, Price Supports, Export Assistance, Marketing Assistance, Grain Inspections, Crop Insurance, Agricultural Research Programs/Info.	Includes all farm aid programs, including programs aimed at small and disadvantaged farmers.
Low income families & individuals	$36 Billion	20 Million	Food & Nutrition Service, Rural Housing Service, Office of Community Development	Food Stamps, WIC, Rural Housing, Community Development, CACFP, Other FNS Programs	Includes all individual and family non-farm assistance programs except child nutrition.
Children	$10.3 Billion	30 Million	Food & Nutrition Service, ARS, CSREES	School Meals, CACFP, other FNS Child Nutrition	Number served is School Nutrition participants plus CACFP
All Americans	$6.9 Billion	285 Million	Forest Service, Food Safety, CNPP, APHIS, NRCS	All Conservation Programs, Food Safety, Nutrition Programs, Public Health Programs	These programs provide public goods that benefit all Americans in some way.
Rural Small Businesses, Entrepreneurs, and Communities	$5.9 Billion	2.5 Million	RBS, RUS, FAS, OCD, GIPSA, APHIS	Empowerment Zones & Communities, Rural Utility, Business, and Coop. Programs, FAS Credit Guarantees & Export Assistance	Includes programs aimed at increasing rural employment as well as programs that help rural communities in general

[1] FY 2001

Major USDA Programs by Business Partners

Business Partners	Budgets of Associated Programs [1]	Agencies	Major Programs	Comments
Supply Chain/Retailers	$63.3 Billion	FNS, FAS, FSA, AMS, GIPSA, APHIS, FSIS	Commodity/Warehouse Operations, Food Stamps, Export Programs, Marketing/Certification Programs, Grain Market Programs, Food, Plant, and Animal Inspections	Food Stamps and School Lunch make up $36 billion of this amount.
State and Local Governments	$46.3 Billion	FNS, NRCS, RUS, FS, OCD, RHS, CSREES, APHIS	All FNS Programs, NRCS Conservation Programs, FS Fire & Forest Programs, Rural Utility & Community Facility Programs, Community Extension Programs, Animal and Plant Exclusion	Includes all programs where state and local governments participate or cooperate in administration
Banks/Lenders	$21.3 Billion	FAS, FSA, Rural Development	FSA and Rural Development Loans, FAS Credit Guarantees	
Nonprofits, Associations, Universities	$5.1 Billion	AMS, ERS, NASS, CSREES, CNPP, FAS, RBS, OCD, ARS	Research, Education, and Economics Programs; Nutrition Education Programs, Food Donation/Aid Programs, Cooperative Assistance Programs, Community Development	
Insurers	$2.1 Billion	RMA	Crop Insurance	

[1] FY 2001

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USDA Participates in 21 of the 25 Presidential Initiatives

Transaction Integration Initiatives

- **Business Gateway***
- eClearance
- **eLoans***
- eVital
- Expanding Electronics Products for Tax for Business
- **International Trade Process Streamlining***
- **GovBenefits***
- **Grants.gov***
- **Recruitment One-Stop***

Process Integration Initiatives

- **Disaster Management***
- **eRulemaking***
- **Federal Asset Sales***
- **Integrated Acquisition Environment***
- **Recreation One-Stop***
- **Federal Health Architecture***

Standards Adoption Initiatives

- Consolidated Health Informatics
- **Electronic HR Integration***
- **eRecords Management***
- **Geospatial One-Stop***
- **SAFECOM***

Consolidation Initiatives

- **eAuthentication***
- **ePayroll***
- **eTraining***
- **eTravel***
- **USA Services***

* = USDA active participant in these initiatives.

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Presidential Initiative Migration Patterns

Transaction Integration Initiatives

- **CHARACTERISTIC:** Provide a single point access to services and functionality
- **BENEFIT:** Consolidation and integration of independent/redundant forms related solutions
- **ACTION:** Identify investments related to initiative and work with program management to discussion participation

Process Integration Initiatives

- **CHARACTERISTIC:** Simplify and unify business processes spanning multiple agencies
- **BENEFIT:** Enable agency resources to focus on performance of agency mission
- **ACTION:** Consolidate and integrate agency-specific functionality to foster end-to-end business processes for cross agency solutions

Standards Adoption

- **CHARACTERISTIC:** Creation of government wide standards and guidance
- **BENEFIT:** Replaces of agency-specific initiatives with standards and processes to realize economies of scale, reduce cycle time and obtain government-wide consistency
- **ACTION:** Adopt and utilize standards and guidance where applicable (e.g. procurement activities, systems integrations)

Consolidation Initiatives

- **CHARACTERISTIC:** Provide common solutions for government-wide operations and services
- **BENEFIT:** Removes need for future investments in in agency-specific solutions
- **ACTION:** Consolidate and shutdown redundant agency-specific solutions and utilize shared solutions

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What is Required for eGovernment to be Successful?

- **Change in the way Agencies Develop and Deliver Services**
  - Both internally and externally
  - Collaborative and blended ventures vs. single agency approaches
  - It's 90% change management and 10% technology
  - Leverage funding streams to support improvements across the enterprise

- **Empowerment of Employees**
  - New skills
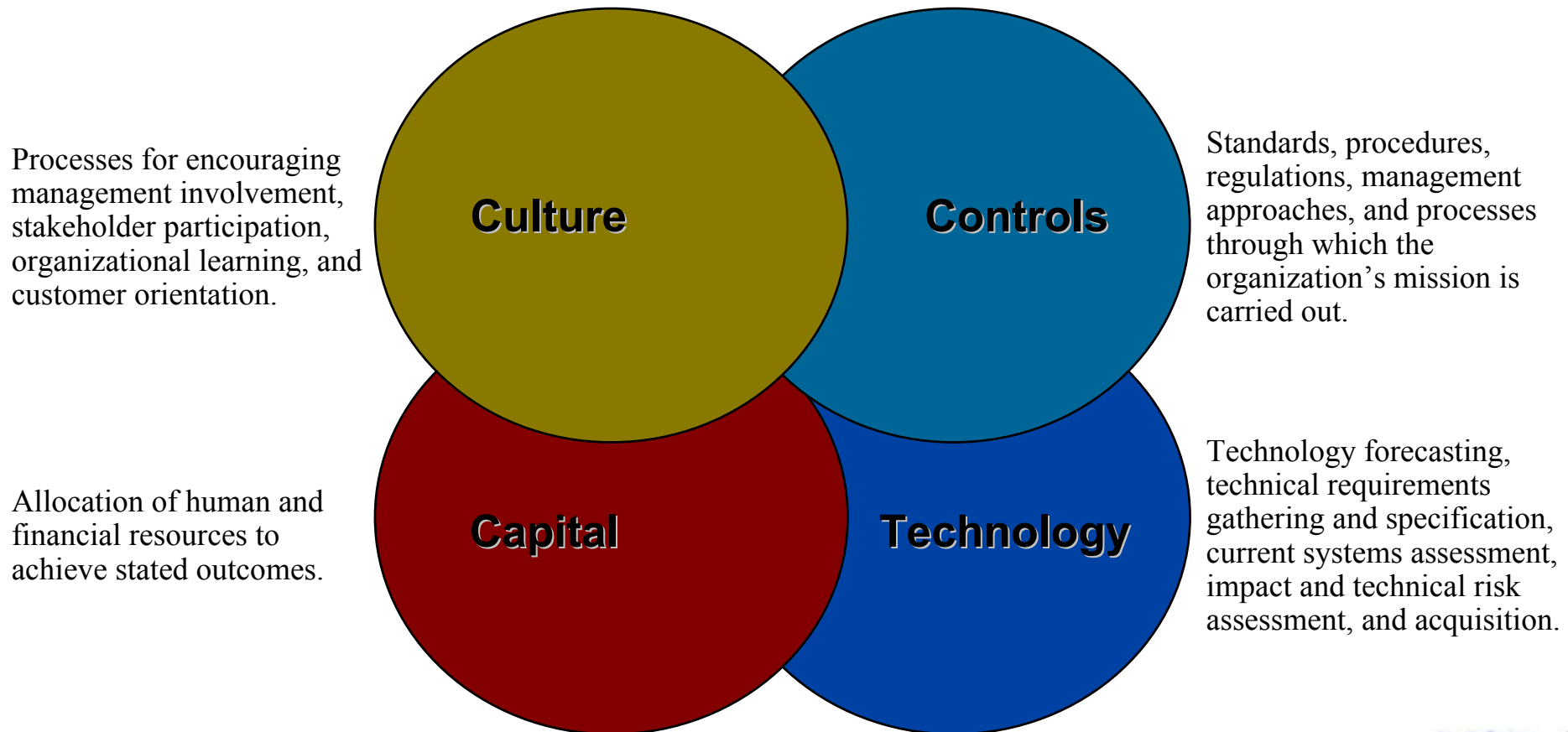 - Incentives for working in teams
  - Focus on results

These Requirements for Success Go Against Everything Most of the Federal Government Currently Does and are Difficult to Achieve

Components of a Successful Transformation Effort

Four Interrelated Components of Transformation

Processes for encouraging management involvement, stakeholder participation, organizational learning, and customer orientation.

Culture

Controls

Standards, procedures, regulations, management approaches, and processes through which the organization's mission is carried out.

Allocation of human and financial resources to achieve stated outcomes.

Capital

Technology

Technology forecasting, technical requirements gathering and specification, current systems assessment, impact and technical risk assessment, and acquisition.

Key Elements to Consider

- ## Establish a Framework for Change

  - Understand who your customers are, which parts of your organization serves them, and their expectations

  - Governance

    - Build a good team

    - Define specific roles and responsibilities

    - Hold people accountable for results

  - Integrate transformation concepts with traditional business and IT processes

    - Strategic business planning

    - Agency tactical plans

    - Capital Planning and Investment Control

    - Enterprise Architecture

Key Elements to Consider, *continued*

- **Acquire Senior Management Support**

- **Communication**

  - Create a vision and plan for achieving change

    - Gameboard

    - Strategic Plan

  - Develop and implement a communications plan

  - Establish standard meeting times for participants

  - Best practices, lessons learned

  - Awards and incentives

Key Elements to Consider, *continued*

- ## Demand and Nurture Progress

  - Establish aggressive schedule

  - Maintain momentum

  - Create standards process, templates, collaboration tools

  - Identify interdependencies

  - Facilitate enterprise wide involvement

  - Invest in detailed planning, analysis, and customer support

  - Realign competencies to support the new business model

Questions?

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